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DEPARTMENT OF THE ARMY
OFFICE OF THE ADJUTANT GENERAL
WASHINGTON, D.C. 20310

IN REPLY REFER TO

AGAM-P (M) (9 Apr 68)

FOR OT RD 681043

10 April 1968

SUBJECT: Operational Report - Lessons Learned, Headquarters, 1st
Signal Brigade (USASTRATCOM), Period Ending 31 January 1968 (U)

SEE DISTRIBUTION

1. Subject report is forwarded for review and evaluation in accordance with paragraph 5b, AR 525-15. Evaluations and corrective actions should be reported to ACSFOR OT RD, Operational Reports Branch, within 90 days of receipt of covering letter.

2. Information contained in this report is provided to insure appropriate benefits in the future from lessons learned during current operations and may be adapted for use in developing training material.

BY ORDER OF THE SECRETARY OF THE ARMY:

Kenneth G. Wickham

KENNETH G. WICKHAM
Major General, USA
The Adjutant General

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as

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DEPARTMENT OF THE ARMY
HEADQUARTERS, 1ST SIGNAL BRIGADE (USASTRATCOM)
APO San Francisco 96384

SOCVOP-MH

14 FEB 1968

SUBJECT: Operational Report for Quarterly Period Ending 31 January 1968,
Headquarters, 1st Signal Brigade (USASTRATCOM), (RCS CSFOR-65)
(WDMAAA)

TO: See Distribution

In compliance with AR 1-19, the following report is submitted:

SECTION I

Significant Organizational or Unit Activities: During the period of this report, the 1st Signal Brigade continued the installation, operation and maintenance of communications-electronics facilities in support of US and Free World Forces in the Republic of Vietnam and Thailand; and the operation and installation of long haul communication facilities in the Brigade's area of responsibility. The Brigade was operational throughout the period.

1. On 14 November, Brigadier General Harry A. French, USAF, ACSC-E, USAF Pacific Command, received a 1st Signal Brigade briefing and visited various Brigade units and facilities in Saigon and Long Binh.

2. On 22 November, Colonel Pham Van Tien, Chief of the Signal Directorate, Army of Vietnam, accompanied by 14 of his staff officers, visited this headquarters. They received an update briefing on Brigade operations and projects, and a special briefing on the Buddy System.

3. During the period 1 thru 7 December, Brigadier General Robert D. Terry, USA, CG, USASTRATCOM-PAC, visited Brigade units, both in-country and in Thailand. In addition, he received multiple update type briefings on all phases of Brigade's activities.

4. On 22 December, Brigadier General Wendell J. Coats, USA, Chief of Public Information, OSA and Chief of Information, DA, received a 1st Signal Brigade orientation and a special briefing on Brigade information activities.

5. On 31 December, General Harold K. Johnson, Chief of Staff, United States Army, visited this headquarters. He received an update type briefing and reviewed future goals of this command.

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6. On 4 January, Brigadier General Anthony T. Shtogren, US/AF, Commander, PACAF Communications Area, received a special briefing on Brigade operations and attended the acceptance ceremony for the Phu Cat - Vung Chua link in the Integrated Wideband Communications System (IWCS).

7. On 8 January, Brigadier General John L. Frizen, USAF, USMACV, Assistant Chief of Staff J-6 (Designee), received a briefing on the 1st Signal Brigade's mission, function and progress. In addition, he visited various Brigade units and isolated Signal sites.

8. On 15 January, General Dwight E. Beach, CINCUSARPAC, visited the Phu Lam Signal Battalion where he was briefed on Brigade activities by the Commanding General 1st Signal Brigade.

9. On 29 January, Colonel John B. McKinney, Deputy Commander, 1st Signal Brigade, departed this headquarters for a special TDY assignment with Headquarters, USMACV.

10. The internal organization of Brigade headquarters is shown at Inclosure 1.

11. As of 31 January, the Brigade morning report strength was 18,419. Breakdown of units is shown at Inclosure 2.

12. Battalion areas of responsibility are shown at Inclosure 3.

13. During this reporting period, the Brigade underwent changes of commanders in nine battalions. Command changes are listed below:

| <u>UNIT</u> | <u>NEW CO</u> | <u>PREVIOUS CO</u> |
|--------------|------------------|--------------------|
| 2d Sig Gp | | |
| 36th Sig Bn | LTC Schuster | LTC Hendricks |
| 21st Sig Gp | | |
| 41st Sig Bn | LTC Stringfellow | LTC Tate |
| 43d Sig Bn | LTC DuBeau | LTC Gentry |
| 459th Sig Bn | LTC Graham | LTC Norris |
| 160th Sig Gp | | |
| 69th Sig Bn | LTC Nims | LTC Monahan |
| Reg Comm Gp | | |
| LL Bn N | LTC Steinke | LTC Chasteen |
| LL Bn S | LTC Wier | LTC Chance |
| Da Nang | LTC Allspaw | LTC Woodson |
| Phu Lam | LTC Woodson | LTC Brown |

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14. The following officers were assigned key positions in Brigade headquarters during this reporting period:

| <u>POSITION</u> | <u>NEW OFFICER</u> |
|--------------------------------------|--------------------|
| Commanding Officer, HHC | CPT Langston |
| Deputy Chief, CSEMA | LTC Gentry |
| Deputy Chief, TELMA, Opns Dir | LTC McGarey |
| Chief, Comd Read, Opns Dir | LTC Hendricks |
| Dir, Plans | LTC Wiegand |
| Dir, P&T | LTC Monahan |
| Asst Dir, Log | LTC Paparone |
| Plans Off, Plans Dir | MAJ Hermes |
| Plans Off, Plans Dir | MAJ Kurdziolek |
| Organizational Plan Off, Plans Dir | MAJ Heim |
| Chief, Training, P&T Dir | MAJ Georgia |
| Chief, Management Service Div, CSEMA | MAJ Barton |
| Chief, Trf Br, TELMA, Opns Dir | MAJ Patterson |
| Avn Officer | MAJ Bosking |
| Phy Scty Off, I&S | MAJ Tambling |
| Commanding Officer, 9th MP Co | 1LT Brown |

15. Significant organizational activities that occurred within each directorate and staff office are detailed below:

a. Personnel and Training Directorate:

(1) During this period the directorate strength reached 63, an increase of four over last period.

| <u>LTC</u> | <u>MAJ</u> | <u>CPT</u> | <u>1LT</u> | <u>2LT</u> | <u>WO</u> |
|-------------------|---------------------|--------------------------------------|------------|-------------------|-----------------|
| Monahan Dayton | Scherman Georgia | Lee Alligood Shryock Strich | Foley | Newborg Zakary | Kinard Finch |
| <u>E-9</u> | <u>E-8</u> | <u>E-7</u> | <u>E-6</u> | <u>E-5</u> | <u>E-4</u> |
| 0 | 5 | 1 | 3 | 8 | 26 |
| | | | | | <u>E-3</u> |
| | | | | | 7 |

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(2) During the quarter, Brigade processed 3,158 incoming and 4,593 outgoing enlisted personnel as follows:

| | <u>NOV IN/OUT</u> | <u>DEC IN/OUT</u> | <u>JAN IN/OUT</u> | <u>TOTAL GAIN/LOSS</u> |
|---------------------------|-------------------|-------------------|-------------------|------------------------|
| Bde HQ (incl 194th MP Co) | 29/43 | 42/97 | 56/228 | 127/366 |
| 2d Sig Gp | 75/391 | 149/241 | 219/329 | 443/961 |
| 21st Sig Gp | 413/275 | 467/1076 | 689/334 | 1569/1685 |
| 29th Sig Gp | 22/103 | 31/128 | 36/132 | 89/363 |
| 160th Sig Gp | 70/128 | 60/242 | 69/95 | 199/465 |
| Reg Comm Gp | <u>279/154</u> | <u>163/292</u> | <u>289/307</u> | <u>731/753</u> |
| | 888/1094 | 912/2076 | 1358/1425 | 3158/4593 |

| <u>LAST QTR GAIN/LOSS</u> |
|---------------------------|
| 128/182 |
| 958/1166 |
| 1221/1531 |
| 261/299 |
| 424/323 |
| 599/405 |
| <u>3591/3906</u> |

(3) For the quarter, enlisted promotion allocations were distributed as follows:

| <u>UNIT</u> | <u>E9</u> | <u>E8</u> | <u>E7</u> | <u>E6</u> | <u>E5</u> | <u>E4</u> | <u>TOTAL</u> | <u>LAST QUARTER</u> |
|---------------------------|-----------|-----------|-----------|-----------|------------|------------|--------------|---------------------|
| Bde HQ (incl 194th MP Co) | 2 | 0 | 0 | 22 | 41 | 56 | 121 | 50 |
| 2d Sig Gp | 0 | 3 | 3 | 35 | 152 | 475 | 668 | 1021 |
| 21st Sig Gp | 0 | 1 | 3 | 160 | 474 | 1000 | 1638 | 1857 |
| 29th Sig Gp | 0 | 1 | 1 | 19 | 244 | 384 | 649 | 403 |
| 160th Sig Gp | 1 | 2 | 1 | 0 | 79 | 142 | 225 | 398 |
| Reg Comm Gp | <u>1</u> | <u>0</u> | <u>2</u> | <u>55</u> | <u>260</u> | <u>405</u> | <u>723</u> | <u>825</u> |
| | 4 | 7 | 10 | 291 | 1250 | 2462 | 4024 | 4554 |

(4) During the quarter, 4,243 air space allocations were utilized by the command for RVN personnel rotating upon completion of foreign service tours:

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| <u>UNIT</u> | <u>NOV</u> | <u>DEC</u> | <u>JAN</u> | <u>TOTAL</u> | <u>LAST QUARTER</u> |
|------------------------------|------------|------------|------------|--------------|---------------------|
| Bde HQ (incl 194th MP Co) | 92 | 84 | 80 | 256 | 165 |
| 2d Sig Gp | 357 | 315 | 310 | 982 | 1180 |
| 21st Sig Gp | 405 | 451 | 446 | 1302 | 1450 |
| 160th Sig Gp | 399 | 262 | 265 | 926 | 295 |
| Reg Comm Gp | 272 | 260 | 245 | 777 | 294 |
| | 1525 | 1372 | 1346 | 4243 | 3384 |

(5) During this period the following awards were approved for this command:

| | <u>NOV</u> | <u>DEC</u> | <u>JAN</u> | <u>TOTAL</u> | <u>LAST QUARTER</u> |
|----------------------------|------------|------------|------------|--------------|---------------------|
| Silver Star (posthumously) | 1 | 0 | 0 | 1 | 0 |
| Legion of Merit | 3 | 6 | 3 | 12 | 4 |
| Bronze Star Medal (Valor) | 3 | 3 | 0 | 6 | 2 |
| Bronze Star Medal | 52 | 89 | 84 | 225 | 174 |
| Air Medal | 24 | 50 | 13 | 87 | 30 |
| Army Commendation Medal | 93 | 79 | 83 | 255 | 216 |
| Purple Heart | 7 | 2 | 23 | 32 | 23 |
| | 183 | 229 | 206 | 618 | 449 |

(6) As of 31 January, the assigned strength for the Brigade Headquarters and 194th MP Company is as follows:

| | <u>OFF</u> | <u>WO</u> | <u>EM</u> | <u>TOTAL</u> | <u>LAST QUARTER</u> |
|-------------|------------|-----------|-----------|--------------|---------------------|
| Bde HQ | 115 | 9 | 334 | 458 | 449 |
| 194th MP Co | 6 | 0 | 256 | 262 | 354 |

(7) Seventy-eight press releases were forwarded to news media during the quarter, compared with 65 for the previous quarter. A breakdown of press releases follows:

| <u>NOV</u> | <u>DEC</u> | <u>JAN</u> | <u>TOTAL</u> | <u>LAST QUARTER</u> |
|------------|------------|------------|--------------|---------------------|
| 16 | 34 | 28 | 78 | 65 |

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(8) During the quarter, 2,044 home town news releases were forwarded to the Home Town News Center. The monthly breakdown of HTNRs is below:

| <u>NOV</u> | <u>DEC</u> | <u>JAN</u> | <u>TOTAL</u> | <u>LAST QUARTER</u> |
|------------|------------|------------|--------------|---------------------|
| 588 | 641 | 815 | 2044 | 1956 |

b. Operations Directorate:

(1) SEA TELMA:

(a) The Southeast Asia Telephone Management Agency (SEA TELMA) continued to increase its influence within the Southeast Asia Automatic Telephone System (SEA ATS) through participation in the monthly DCA-SAM sponsored Time Phased Implementation Plan (TPIP) and SEA ATS working group meetings in Vietnam and Thailand. Its influence also has increased because of the technical assistance visits made to Army, Navy and Air Force dial telephone exchanges (DTE's) in both countries. Greater influence will be gained once the TELMA System Practices (TSP's), outlining the operation and maintenance procedures to be followed within SEA ATS, are published and distributed. These TSP's are now being finalized.

(b) During this period, SEA TELMA has become increasingly aware of the need for a definitive document on the overall management concept for the SEA ATS. Although the DCA-PAC Revised System Plan, 8 November 1967, for Automatic Telephone Service in Southeast Asia (SPATS SEA) enumerates clearly the respective task assignments for DCA-SAM and the 1st Signal Brigade as the Operating Command, it does not mention SEA TELMA of the Operations Directorate. Therefore, the agency has prepared and forwarded for review a draft Joint MACV/MACTHAI directive. The directive sets forth the policies, procedures and responsibilities for the effective and responsive operation of the SEA ATS, to provide service based upon validated user needs. To accomplish this, the draft states that available resources will be allocated to ensure the following:

1. The effectiveness of the switched network by preventing uncontrolled overload of the system.

2. The provision of optimum long distance service to the maximum number of system users in the order of their urgency of need.

3. The maximum effective use of all available transmission facilities.

(c) In order to ensure that the Agency is capable of meeting its increasing responsibilities, with regard to assuring the effective standardization of O&M procedures among the various elements of the system, it has prepared an updated TDA. The new TDA has been submitted for approval.

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(d) At the beginning of this period, SEA TELMA had present for duty 5 officers, 17 EM and 4 Vietnamese civilians (VGS). At the close of the period, 6 officers, 19 EM, 3 DAC and 7 VGS were present for duty. Some improvement was shown; however, the Agency remained short 4 officers, 14 EM, 1 DAC and 1 VGS.

(e) During the period, the Engineering Branch conducted on-the-spot monitoring of DTE cut overs at Bien Hoa (ARMY), Qui Nhon, Cam Ranh Bay Navy and Phu Bai. The Lynx dial exchange was removed from service and its subscribers transferred to the New MACV and MACV I exchanges. Preliminary cut over visits were made also to these and other DTE locations, to include Da Nang 2500 line Air Force exchange, scheduled for activation in late March 1968; the Nha Trang 2000 line Air Force exchange, scheduled for activation in mid February 1968; and the Chu Lai 2400 line dial exchange to be operated by the Navy. No date has been set for activation of the Chu Lai exchange.

(f) Inspections and technical assistance were performed during visits by Engineering Branch personnel to the Can Tho, Soc Trang, Vinh Long, Vung Tau, Bear Ca⁺, Bien Hoa, MACV I, New MACV, Tan Son Nhut, Di An, Long Binh, Cam Ranh Bay (A), Cam Ranh Bay (AF), Qui Nhon, Tuy Hoa, An Khe and Da Nang DTE's.

(g) Transmission testing was started by SEA TELMA Engineering Branch and DCA-SAM (WECO) on long distance trunks from Phu Lam JOSS to other major facilities. These tests are the beginning of the Southeast Asia Transmission Engineering Team (SEA TET) overall program of long distance transmission testing.

(h) Occasional coordination problems were encountered when long distance trunks were changed from ring down to direct distance dialing (DDD) or operator distance dialing (ODD); however, procedures are being reviewed to preclude continuation of problems in these areas.

(i) The Traffic Branch conducted extensive studies at the Nha Trang and Da Nang long distance switchboards. Traffic studies were conducted to determine the feasibility of transferring LD trunks from the present Manual Central Office to Dial Service Assistance positions of the DTE's scheduled for activation in both areas. It is intended that many of the ring down (RD) trunks will be converted to operator direct dial (ODD) trunks.

(j) A new project is in progress to establish a listing of all common user voice circuits. The completed listing will show the circuit number, priority and type of signaling used in the SEA ATS.

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(k) The Directory Section of the Traffic Branch updated the US Government Agencies Vietnam Telephone Directory in late November. The directory was organized in an entirely new format, with bold type face. The new directory was distributed on schedule, beginning 1 January 1968. Thirty-five thousand copies were printed as compared to twenty-seven thousand in October 1967.

(l) Classes on grading, single frequency signal units wiring and switch equipment were presented by Engineering Branch personnel to personnel from the 21st Signal Group and 1879th Communications Squadron at An Khe, Qui Nhon and Nha Trang dial telephone exchanges. Additional instruction was given on routing procedures at most exchanges.

(m) Technical assistance visits were made by the Traffic Branch to units operating switchboards in the Dong Ha and Chu Lai areas. Units were instructed in the proper techniques and methods for the conduct of traffic surveys.

(n) Operating personnel at Tiger, New MACV, Phu Bai, Qui Nhon, Long Binh, Vinh Long, Soc Trang, Can Tho, Vung Tau and Cu Chi DTE's have been receiving OJT from Gustav Hirsch Organization (GHO) personnel, under the provisions of a Contractor Operation and Maintenance Assistance program implemented on 15 January 1968. This program will be expanded to include all Army operated XY DTE's in SEA.

(o) Difficulty in obtaining hand tools for DTE's, such as wire wrap guns, pliers and side cutters, through normal supply channels has created a critical shortage. Limited relief was obtained through receipt of 10 wire wrap guns shipped directly from CONUS.

(p) PLL's are being established at Army Operated DTE's by a USAECOM representative working with the Engineering Branch of TELMA.

(2) Command Readiness:

(a) During this quarter a limited amount of additional floor space was obtained and adapted to the work flow, resulting in a significantly improved "busy hours" work output. Working hours of division personnel were analyzed and altered to match the work load schedule. The heaviest work load occurs during the period 0400H - 0830H; therefore, traditional shift arrangements did not provide an efficient distribution of manpower. A unique and tailored "staggered" manning schedule has provided ample coverage during the "busy hours" and the remainder of the 24 hour operational period.

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(b) A review of reports received during this period revealed inadequacies in narrative reports describing reasons for communication systems/circuits outages. To improve reporting shortcomings, guidance was provided to reporting facilities to clarify reporting methods, elements required for inclusion in narrative reports and reporting policies. Improvements have been noted.

(3) Terminal Division: On 10 January, the 12th Data Processing Unit (DPU) terminal relocated from Tan Son Nhut to Long Binh. The smoothness of this move is attributed to the previous relocation of the 14th Inventory Control Center (ICC) under similar circumstances. Through prior planning, a specific date was established and upon the command of "deactivate," the original circuit was transferred from the Tan Son Nhut Tech Control to the Long Binh Tech Control. Upon deactivation, the 12th DPU's vanized 100 cpm terminal was relocated to Long Binh. With minimum difficulty, the cables were connected to the van and the circuit checked out and put back to traffic. The total down time, from "deactivate" until the van began processing traffic was 23 hours and 35 minutes.

c. Plans:

(1) During this period, The Army Authorization Document System (TAADS) update program was initiated. This program required the submission of MTOE/MTDA documents to correct organizational deficiencies, incorporate administrative changes and identify known future requirements through 30 June 1968. The program progressed smoothly and eighteen documents had been submitted to Headquarters, USASTRATCOM by 10 December. On 12 December, Headquarters, USASTRATCOM announced a change in format for all submissions. A 30 day extension was granted to the submission schedule, making the new suspense date 30 January. This extension provided some relief but a considerable amount of man hours had been wasted as a result of this change. All organization documents have been submitted under the TAADS program; however, it is felt that these documents are not accurate and meaningful since the approved documents submitted in February 1967, under the New Army Authorization Document System (NAADS), were not returned in time for use in this update.

(2) The 1012 local national spaces in the Brigade were documented and justified. This program was conducted at the request of Headquarters, USARV, in an effort to establish management and control over the employment of local nationals. The results of this program have not been received.

(3) There have been 447 low-skill level military spaces identified for trade-off for local national civilians. Two C-E skills were included,

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switchboard operators and pole linemen. The remaining identified spaces were soft-skilled areas; drivers, clerks and cook's helpers. The trade-off ratio averages 1 military to 1.7 local nationals. As a result of this program, a total of 787 local nationals will be vouchered for hire during calendar year 1968.

(4) A study of IWCS Operation and Maintenance (O&M) manning for FY 68 and FY 69 was completed and plans were developed to reduce the present contractor O&M support, following the guidelines established by Headquarters, USASTRATCOM. A by-product of this action was the revision of MTOE/MTDA's for the Area I and Area II long lines Signal battalions.

(5) OPLAN 6-68, Relocation of HHC, 1st Signal Brigade, was prepared. The OPLAN provides for an orderly relocation of this headquarters under emergency or planned conditions.

(6) As of 1 November, the Joint Chiefs of Staff authorized in-country strength for the Brigade was 18,567 military personnel spaces. Of this total, 16,647 were authorized in Vietnam and 1920 were authorized in Thailand. On 21 November and 23 December, Packets 3 and 4, respectively, 221st Signal Company (Pictorial) arrived in-country. Their arrival increased the Vietnam in-country strength to 16,737. The authorized strength for Thailand did not change. As of 31 January, the total authorized in-country strength of the Brigade was 18,657.

(7) OPLAN 60-68, Noncombatant Evacuation, was prepared and provides for evacuation or relocation of all Brigade noncombatant personnel at each communications site and facility. This plan also establishes the support communications needed to assist area commanders in controlling the assembly and evacuation of the noncombatant personnel.

(8) OPLAN 8-68, Contingency Teams, was prepared and establishes the personnel and equipment within the Brigade that could react promptly to emergency communication requirements. Both personnel and equipment will participate in announced and unannounced missions to ensure readiness.

(9) OPLAN 5-68, Phu Lam Contingency Plan, was prepared due to the threat of enemy action or natural disaster. Since the Phu Lam facility is considered the hub of all communications in Vietnam, its total or partial loss would cause a major disruption in communications traffic both in and out-of-country. The restoration plan was developed in concert with USMACV, USARV, DCA-SAM and subordinate commands.

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(10) The third revision of the Communications Expansion Plan for Vietnam was published and distributed. The original plan was published in January 1967 and is revised on a quarterly basis. This plan is the only Brigade document which compiles the various aspects of the total C-E effort in RVN under one cover.

d. Intelligence and Security:

(1) Recent publications:

(a) SCCVR 380-1, Emergency Evacuation and/or Destruction of Classified Material.

(b) SCCVR 380-6, Protection of Classified Information and Material.

(c) SCCVR 381-1, Reporting Enemy Activity.

(d) SCCVR 381-2, Intelligence Collection Planning.

(e) SCCVR 604-5, Clearance of Personnel for Access to Classified Defense Information and Material.

(2) During the quarter, 130 Signal installations were inspected. These inspections revealed that Brigade units have reached a higher level of physical protection than ever before.

(3) 1st Signal Brigade personnel experienced numerous types of enemy incidents, the most prevalent being mortar attacks. Over 60 percent of all enemy incidents reported were mortar attacks; other enemy incidents included rocket attacks, ambushes and small arms fire.

(4) In addition to physical security inspections this quarter, 26 other security inspections were conducted.

e. Comptroller:

(1) The Budget Execution Review (BER), FY 68, was prepared and submitted to USASTRATCOM. The BER is an analysis of the first four months of FY 68, and a prediction of the funds that will be needed for the remainder of FY 68. It was estimated that at the current rate of expenditures, the total of our current Annual Funding Program (AFP) will be committed by the end of the 3d Quarter, FY 68.

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(2) The Command Progress Report, 1st Quarter, FY 68, was compiled and published.

(3) The Staff Directory was prepared and published. To expedite preparation of future Staff Directories, SCCVM 10-2, Staff Directory, was published.

(4) A consolidation of allotments for Vietnam and Thailand was proposed and approved by USASTRATCOM and USASTRATCOM-PAC. Effective 1 January, the 29th Signal Group received funds by Lump Sum Certification as do the other Signal groups. Previously, the 29th Signal Group had its own allotment and dealt directly with the Hawaii Finance and Accounting Office concerning commitments and obligations.

(5) SCCVR 11-1, Review and Analysis, was revised to include the suggested improvements arising from the 1st Quarter, FY 68, Review and Analysis presentations and Command Progress Report.

(6) SCCVR 37-1, Budgeting, Distribution and Administrative Controls of Funds, was revised to reflect the consolidation of Vietnam and Thailand allotments and other management improvements.

(7) SCCVR 37-10, Conversion of Military Payment Certificates, was revised to reflect changes in MACV and USARV directives.

(8) SCCVR 37-17, Piaster Expenditure Reduction Program, was revised to give a comprehensive program of suggested means to reduce piaster expenditures.

(9) SCCVR 230-5, Other Sundry Funds, was prepared and published. This regulation provides guidance on the control of this type of nonappropriated funds.

f. Engineer:

(1) The final cost of the Long Binh Pictorial and Audio-visual facility was approximately \$300,000 more than programmed. Because of this, all agencies concerned were directed to reduce this cost to the programmed amount and to request the remainder of the project under FY 70 Military Construction, Army (MCA) program.

(2) The Brigade FY 70 MCA requirements were submitted to USARP.

(3) USMACV approved and funded Signal projects as follows.

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- (a) Dial Central Office, Bear Cat
- (b) Dial Central Office, II Field Force
- (c) Dial Central Office, Pleiku (South)
- (d) Communications Center, Long Binh

g. Inspector General:

(1) During this reporting period, the Inspector General inspected the following:

- (a) 21st Signal Group
- (b) USA Regional Communications Group
- (c) 37th Signal Battalion
- (d) 52d Signal Battalion
- (e) Nha Trang Signal Battalion (PROV)
- (f) Phu Lam Signal Battalion (PRCV)

(2) In addition, the United States Army Strategic Communication Command (USASTRATCOM) Inspector General inspected the Brigade Headquarters and 9 Brigade units; making a total of 16 units inspected during this period.

h. Office of Judge Advocate:

(1) SCCVR 27-1, Military Justice, has been prepared. This regulation provides guidance to commanders on Military Justice policies and procedures of the Brigade.

(2) SCCVR 27-28, Foreign Claims, has been prepared. This regulation outlines the duties and responsibilities of claims officers investigating foreign claims against the government.

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Headquarters, 1st Signal Brigade (USASTRATCOM), (RCS CSFOR-65)
(WDMAAA)

SECTION II

PART I - Observations

a. Operations:

SOP FOR CHANGEOVER TO DIRECT DISTANT DIALING

Item: Uncoordinated changeovers to Direct Distance Dialing (DDD) or operator distance dialing (ODD) trunks have resulted in unnecessary outages.

Discussion: An increasing number of ring-down (RD) trunks are being converted to DDD and ODD to provide better service and reduce switchboard operator work loads. Coordination is critical where two DTE's, two frames, two technical controls, the actual radio link and personnel from several different operating agencies are involved.

Observation: To minimize circuit outages associated with changeovers to DDD or ODD, SEA TELMA System Practices have been developed to outline conversion procedures and establish a cut over coordinator for DTE activations.

INTERIM MAINTENANCE MEASURES FOR DTE's

Item: Eventual deterioration in the performance of DTE's can be expected unless routining and maintenance are increased.

Discussion: Insufficient maintenance will result in a reduced level of DTE performance and stems from shortages of personnel as well as skills. Skill in all aspects of DCO maintenance cannot be imparted on a crash basis by in-country schooling.

Observation: To improve DTE maintenance and routining, on-site instruction has been given to operating personnel by members of this headquarters. In addition, an O&M contract has been initiated at Army DTE's to provide the necessary on-site maintenance assistance, and should alleviate the skill proficiency problem. A screening of personnel with 36H MOS's will ensure placement of technically qualified personnel in the DTE's, especially NCOIC's.

LEVELS ON AN/TCC-7

Item: Problems are encountered when setting levels on AN/TCC-7 carrier equipment.

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Discussion: Both channel levels and base band levels are found occasionally to be off by considerable amounts, with errors of 5db noted. The trouble has been traced to uncalibrated TS-760/TCC test sets on the AN/TCC-7 equipment.

Observation: a. In those instances where TS-760/TCC test sets were found to be inaccurate, calibration was overdue. Inaccuracies in channel levels can result in singing on two-wire circuits. Incorrect base band levels increase system noise or crosstalk depending on low or high misadjustment.

b. Operators tend to have complete faith in the reading given by this test set and when troubles are caused by these sets, the operators are unable to locate the source. Therefore, it is necessary to ensure that the test sets are calibrated at regular intervals to avoid these problems.

COMMUNICATIONS ANALYSIS

Item: Timely identification of communication problem areas.

Discussion: To derive maximum benefit from the analysis of circuit system outages on the SEAWBS, each abnormality must be cross-referenced to the errant communications site and/or system channel, and this information then subjected to mechanized/automated data processing.

Observation: a. The recording of individual circuit system failures, without subsequent analysis, will reveal only performance trends and not specific problem areas within a communications complex.

b. The reliability of a communications link is determined by the performance of each of its channels and not solely from the link's continuity of service.

c. Each circuit failure must be analyzed to determine path or subscriber trouble. If a communications path is suspected as being faulty, the specific link or nodal point must be identified on the circuit's route.

d. The time consumed in the extensive analysis process must be proportionally offset through automatic data processing, if informational output is to be regarded as a management tool at all command echelons.

TESTING AND TROUBLE SHOOTING PROCEDURES

Item: Testing and Trouble Shooting Wideband Secure Voice Circuits.

Discussion: Telephone cable maintenance testing and trouble shooting procedures are not suitable for locating trouble on wideband secure voice

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circuits. Standard test equipments and authorized cable maintenance teams are not capable of measuring frequency response of cable pairs up to 70 kilohertz and levels as low as -35 dbm. Secure voice maintenance personnel have the equipment and skills necessary to perform these special testing procedures. Certain cable maintenance personnel have been identified for cross-training by secure voice maintenance personnel in the special testing procedures for wideband secure voice circuits.

Observation: Portable frequency generator and measuring sets should be obtained for at least one of the telephone cable maintenance teams to enable them to trouble shoot these critical circuits, as required.

EAC CAPABILITIES

Item: Capabilities of the North Electric Emergency Action Dial Central Office (EAC).

Discussion: The EAC's installed at MACV and USARV headquarters have proven to be extremely flexible and can terminate subscriber equipment using ringdown (20Hz), touch tone (2/7), 2600 Hz tone on line and battery and ground pulsing supervision. However the switch does not have the capability for conversion of battery and ground pulses to touch tone or pulsed tone required to access a subscriber at a distant EAC. Subscribers utilizing the standard telephone (A/B 510) converted to 4 wire operation must access a distant EAC through their local operator.

Observation: In planning for and employment of the EAC, subscribers requiring frequent or immediate access to a distant switch should be provided touch tone telephone instruments.

TACTICAL AND TACTICAL SUPPORT COMMUNICATIONS AND AUTODIN

Item: Tactical and Tactical Support Interface With AUTODIN in Vietnam.

Discussion: Communications in Vietnam are primarily tactical and tactical support versus strategic communications. In this situation, AUTODIN can be employed in direct support of tactical operations providing all primary teletype trunking for in-country traffic. In a conventional Army Area Communications System this employment would not be feasible. However in Vietnam, where major DCS NODAL points are centrally located within the operational area, it is not only possible but mandatory to use the fastest and most reliable means of record communications available. The configuration in RVN and the method of operation are conducive to using AUTODIN as primary trunking in-country. The concept of operation connects major headquarters directly to the switch. Teletype nodals would be established at predetermined areas and

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all traffic from that area would be introduced at the switch for routing. The AUTODIN system would be backed up by teletype circuits connecting the nodals.

Observation: An extremely responsive and flexible teletype communications system in RVN is possible with the maximum utilization of the AUTODIN switching facilities by tactical and tactical support communications.

TECHNICAL CONTROL FUNCTIONS

Item: Separation of DCS and Army Area Technical Control Functions.

Discussion: The controlling of both DCS systems and Army Area systems in the same technical control facility has resulted in considerable controller confusion, due to dual management and reporting procedures. DCA-SAM, as manager of the DCS, issues instructions and requires reports from DCS facilities. The Army Area system is controlled by this headquarters, through normal command channels. As a result, controllers are often subjected to conflicting instructions during critical periods of restoration activity. Additionally, DCS circuits of lower priority are sometimes restored before Army Area circuits of a higher priority due to DCA reporting practices.

Observation: When Army Area and DCS systems are controlled from the same facility, the tech control often becomes so large as to be unmanageable. Lower priority circuits cannot be given the attention they would otherwise receive in a small technical control. Procedures used in Army Area systems technical controls are different from those employed under DCA management. Army Area procedures permit greater responsiveness to changing military situations and greater control by the Brigade chain of command. To provide maximum service to both DCS and Army Area subscribers, the circuit control functions of these systems should be separated whenever possible.

AUTHORIZATION OF AVIATORS

Item: Aviator Authorizations and Requisitions.

Discussion: Current DA authorizations for aviators in the 1st Signal Brigade are not in concert with current DA approved MTOE or to actual deployment of the Brigade's aviation assets.

Observation: Personnel and aviation officers at all levels must closely monitor aviator authorizations for changes and ensure that requisitions are submitted in a timely manner for projected vacancies authorized for fill.

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MAINTENANCE PERSONNEL FOR EAC

Item: Maintenance Personnel for North Electric Emergency Action Dial Central Office (EAC).

Discussion: Dial central office maintenance personnel (36H) have difficulty in being cross-trained or trained on EAC maintenance because the switch logic is random instead of chain, as in the step-by-step or the XY dial central office normally used in military telephone systems. Personnel with prior civilian experience on the Bell System cross bar equipment readily adapt their experience to the EAC equipment and understand the switching logic with little difficulty.

Observation: Personnel with previous cross bar maintenance experience should be identified for training or cross-training in EAC operation and maintenance.

b. CSEMA:

STEEL MATTING M841

Item: Use of Steel Matting M841 for Revetment Construction.

Discussion: In early 1967, a decision was made to provide IWCS sites with protection against enemy fires. The IWCS contract was modified to include adequate revetments built by the contractor. The design of these revetments required steel plate walls filled with dirt, sand or cement. Steel matting, M841, was used to build the required revetments since this material meets all the specifications of the original design, and cost a fraction of the original estimate.

Observation: Steel matting, M841, is an excellent material to use in revetment construction.

CONSTRUCTION AND INSTALLATION

Item: Expedited Construction and Installation by a Contractor.

Discussion: In October 1967, this headquarters was informed that a Phase III link, Phu Cat to Vung Chua scheduled for completion in October 1968, would be required in January 1968. The Assistant Contracting Officer's Representative for the IWCS contract, Area I, held a conference with the contractor to devise a plan whereby the site at Phu Cat could be constructed and the link installed using Phase II assets, modified in-country, to meet Phase III specifications.

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Although the Phase III portion of the contract had not been definitized, the contractor understood the urgency of this project and completed the installation and testing of this link in December 1967. The link was accepted on 27 December, 9 months ahead of the tentative schedule.

Observation: A contractor impressed with the urgency of a project can produce a high quality communications subsystem on very short notice, despite the inflexibility of his contract.

c. Logistics:

DEFECTIVE MODULES

Item: AN/TRC-129 Defective Modules.

Discussion: During the first part of December, it became apparent that the AN/TRC-129 Tropo equipment in the 1st Signal Brigade had maintenance problems. The problems were in the equipment's synthesizer modules.

Observation: During December and January, many frequency synthesizer modules were returned to Collins Manufacturing Company for engineering analysis, modification and repair to eliminate the excessive failure rate of these components. A number of these modules have been returned and indications are that the major engineering problems have been corrected. The frequency synthesizer failure rate will be monitored and, as failures develop, the defective modules will be evacuated to Collins for repair and further engineering analysis. It is anticipated that this problem area will be eliminated in the near future. An Equipment Improvement Report has been submitted.

ACQUISITION OF INDUSTRIAL TYPE VACUUM CLEANERS

Item: Acquisition of Industrial Type Vacuum Cleaners for Data Terminals.

Discussion: Within various data terminals, dust has become a serious problem by settling inside the equipment, thereby causing contacts and relays to malfunction. This condition has resulted in equipment failures.

Observation: It was determined that vacuum cleaners would solve the problem. USASTRATCOM was requested to procure one heavy duty commercial type vacuum cleaner for each data terminal. The vacuum cleaners were delivered in-country approximately 1 November, and subsequently distributed to the data terminals. The problem has been reduced greatly.

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OPERATING AND LOGISTIC PERSONNEL COMMUNICATIONS

Item: Communication Problems Between Operating and Logistic Personnel.

Discussion: Experience has revealed that operating personnel have failed on numerous occasions to advise their support personnel of requirements for minor items of supply; e.g., telephone switchboard cords, minor repair parts, etc. As a result, items of equipment were rendered partially ineffective.

Observation: To eliminate this problem, the commander must ensure that the channels for operating personnel to submit requirements are known to all concerned. The logistician must be kept fully cognizant of all requirements to ensure responsiveness. Further, the commander must be satisfied that the logistician is responsive to the requirement of the operating elements.

d. Engineer:

MCA CONSTRUCTION PROJECTS

Item: Administrative Time Required to Receive Approval of MCA Construction Projects.

Discussion: Brigade construction projects are held at Headquarters, USARV between 60 and 120 days before being approved and funded. Specific examples are as follows:

| <u>Project</u> | <u>Date Submitted To USARV</u> | <u>Date Funded</u> |
|----------------------------|------------------------------------|--------------------|
| (1) Qui Nhon Tandem Switch | 22 Aug 67 | Not yet funded |
| (2) AUTOSEVOCOM | 7 Sep 67 | Not yet funded |
| (3) Long Binh COMMEN | 21 Sep 67 | 16 Jan 68 |
| (4) Pleiku DCO | 27 Sep 67 | 16 Jan 68 |
| (5) IIFFV DCO | 27 Sep 67 | 16 Jan 68 |
| (6) Bear Cat DCO | 13 Oct 67 | 16 Jan 68 |

These projects were submitted for approval well after USARV had programmed the current fiscal year MCA projects. Therefore, it was necessary to reprogram funds to pay for these projects.

Observation: The Brigade continues to experience delays in these and other unprogrammed projects, while Headquarters, USARV verifies the necessity for their construction and then obtains MACV funding and approval. If the projects were programmed at the appropriate time, funds would have been available and the present delays eliminated.

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e. Comptroller:

INDIGENOUS PERSONNEL

Item: Assistance in Kind (AIK) Funding.

Discussion: AIK funds are used to pay for daily hire local national (LN) personnel who build defensive fortifications and perform other essential non-mission type labor. The program is administered by the USARV Comptroller who allocates funds to major commands based on their estimates. Since the amount allocated is usually well below the amount asked for, effective resource management is essential. During this quarter, substantial funds were returned for reallocation by one Signal group; however, it was too late in the quarter to effectively utilize these funds. In effect, the funds were lost to the Brigade.


Observation: Commanders must provide for an effective resource management program to obtain maximum benefits from AIK Funding. This includes the ordering of AIK funded work at different levels of priorities. AIK custodians must be knowledgeable of the requirements in their units and maintain a complete successor's guide on AIK funding procedures.

SECTION II

PART II

Recommendations: None

3 Incl
as


W. M. VAN HARLINGEN
Brigadier General, USA
Commanding

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- 6 - Commanding General, United States Army Vietnam, ATTN: AVHGC-DH, APO 96375
- 2 - Commander in Chief, United States Army, Pacific, ATTN: GPDP-OT, APO 96458
- 1 - Commanding General, USASTRATCOM-PAC, APO 96557

6 MAR 1968

AVHGC-DST (14 Feb 68)

1st Ind

SUBJECT: Operational Report for Quarterly Period Ending 31 January 1968,
Headquarters, 1st Signal Brigade (USASTRATCOM), (RCS
CSFOR-65) (WDMAAA)

HEADQUARTERS, US ARMY VIETNAM, APO San Francisco 96375

✓TO: Commander in Chief, United States Army, Pacific, ATTN: GPOP-DT,
APO 96558


Assistant Chief of Staff for Force Development, Department of the
Army, Washington, D. C. 20310

1. This headquarters has reviewed the Operational Report-Lessons
Learned for the quarterly period ending 31 January 1968 from Headquarters,
1st Signal Brigade (USASTRATCOM) (DMAA).

2. Concur with report. Report is considered adequate.

3. A copy of this indorsement will be furnished to the reporting unit
through channels.

FOR THE COMMANDER:


CHARLES A. BYRD
Major, AGC
Assistant Adjutant General

Copy furnished:

HQ 1st Sig Bde (USASTRATCOM)

GPOP-DT(15 Feb 68) 2d Ind

SUBJECT: Operational Report for the Quarterly Period Ending 31 January
1968 from HQ, 1st Sig Bde (UIC: WDMAAA) (RCS CSFOR-65)

HQ, US Army, Pacific, APO San Francisco 96558 MAR 1968

TO: Assistant Chief of Staff for Force Development, Department of the
Army, Washington, D. C. 20310

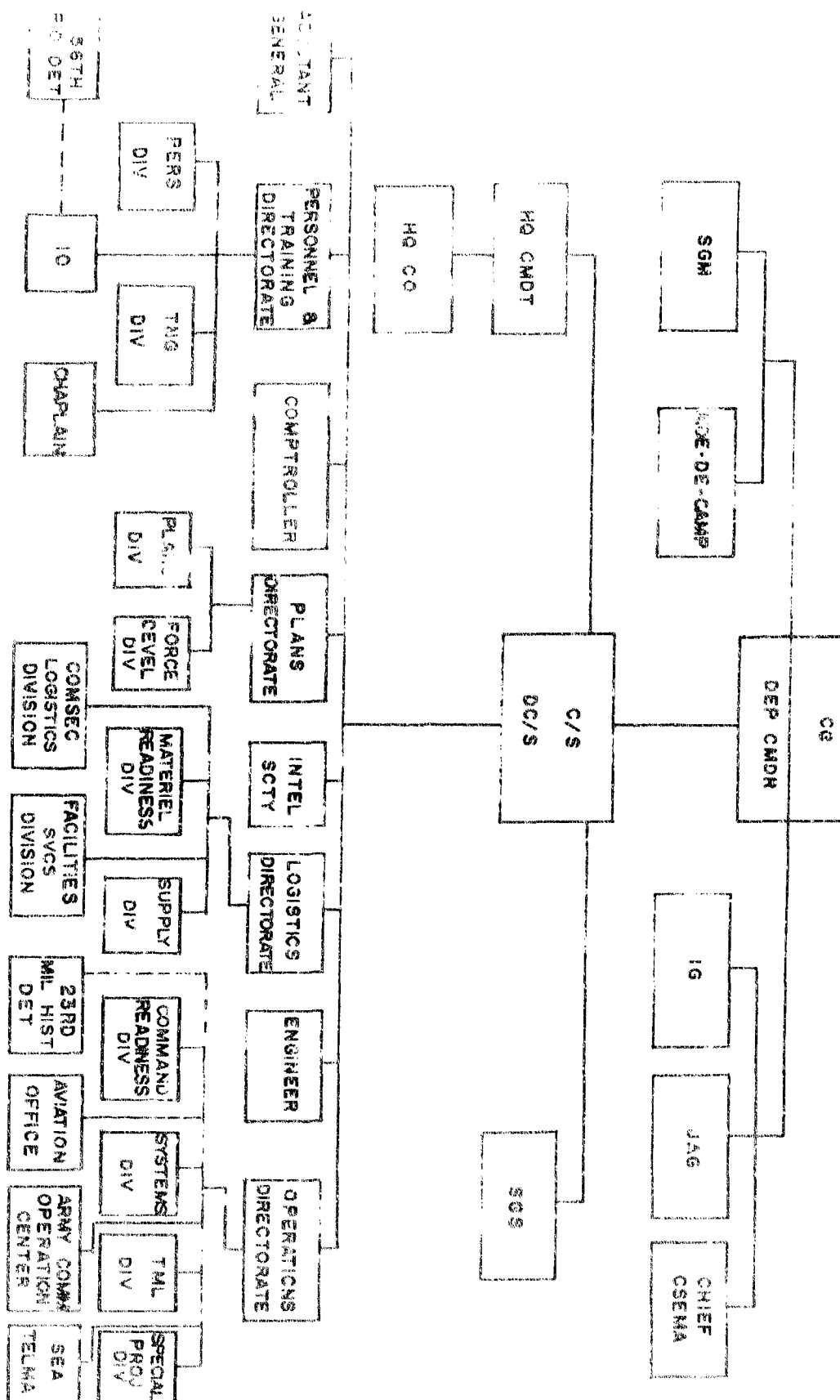
This headquarters has evaluated subject report and forwarding indorse-
ments and concurs in the report as indorsed.

FOR THE COMMANDER IN CHIEF:



K. F. OSBOURN
MAJ, AGC
Asst AG

ORGANIZATION OF 1ST SIGNAL BRIGADE STAFF 31 JAN 1968



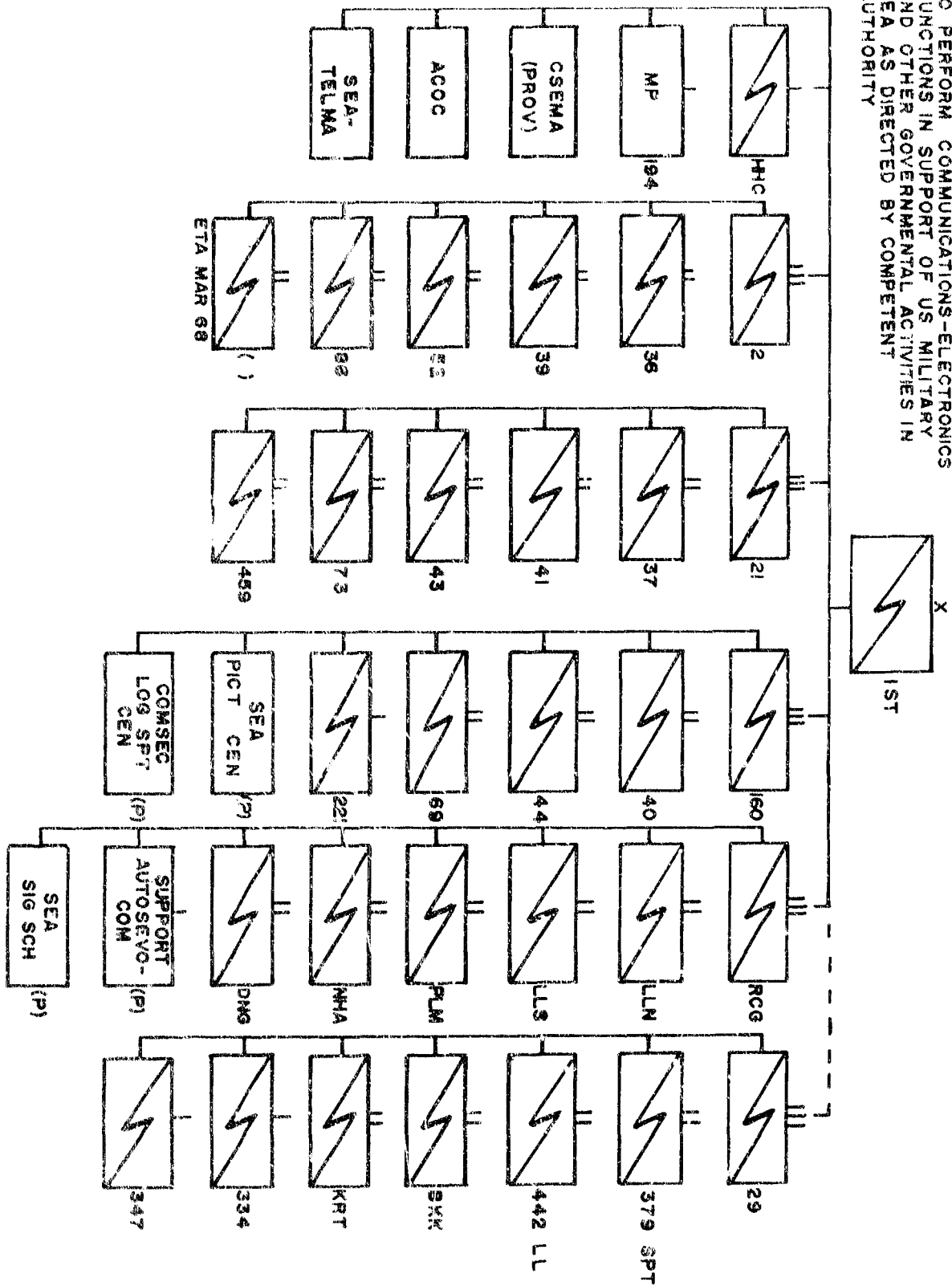
LEGEND

----- STAFF SUPERVISION
(ATTACHED UNIT)

Enclosure 1 - Operational Report for the period ending 31 January 1968

ORGANIZATION OF 1ST SIGNAL BATTALION (ASST ATCOM)

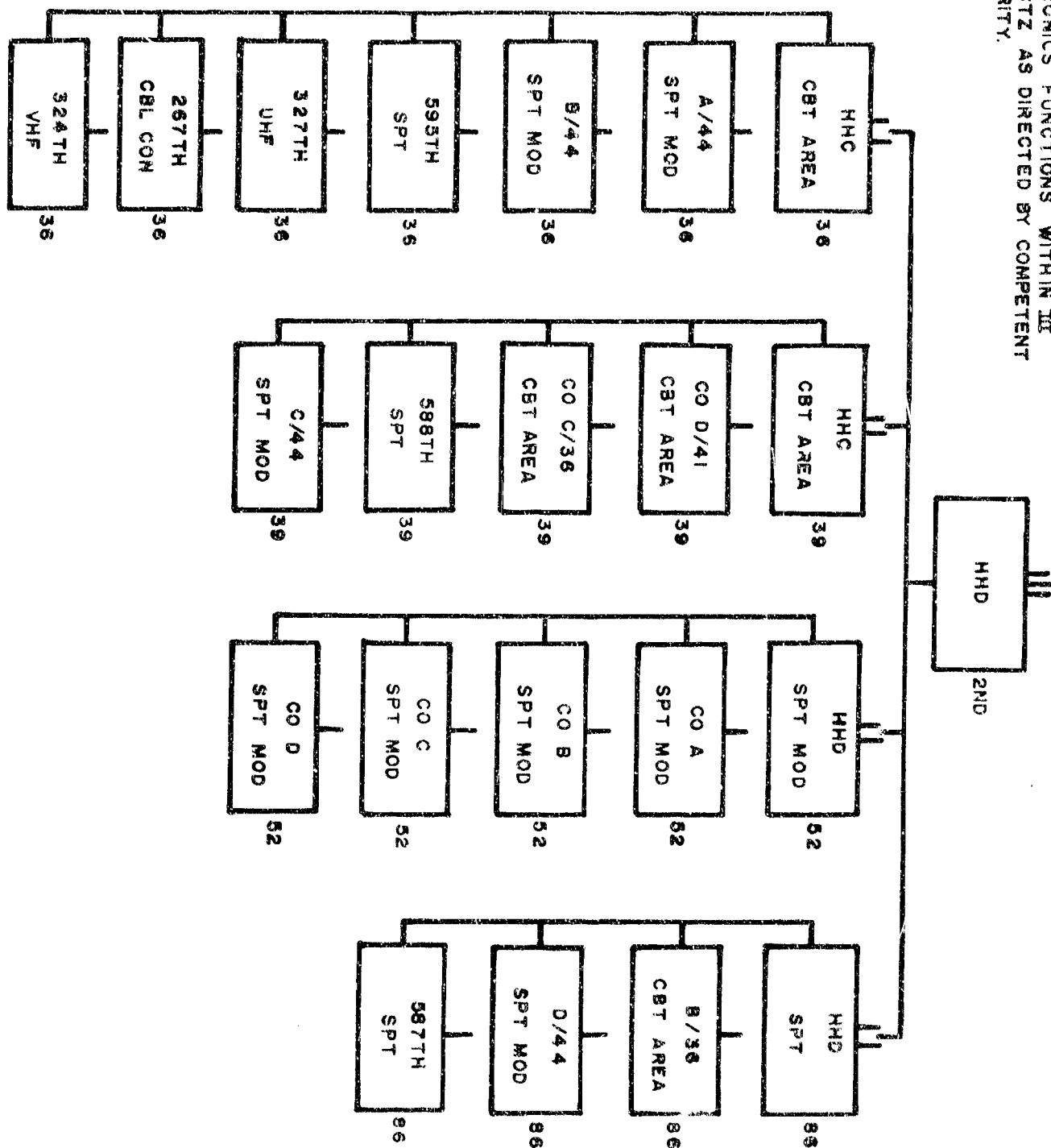
MISSION: TO PERFORM COMMUNICATIONS-ELECTRONICS
FUNCTIONS IN SUPPORT OF US MILITARY
AND OTHER GOVERNMENTAL ACTIVITIES IN
SEA AS DIRECTED BY COMPETENT
AUTHORITY



Inclosure 2 Operational Report for the period ending 31 January 1968

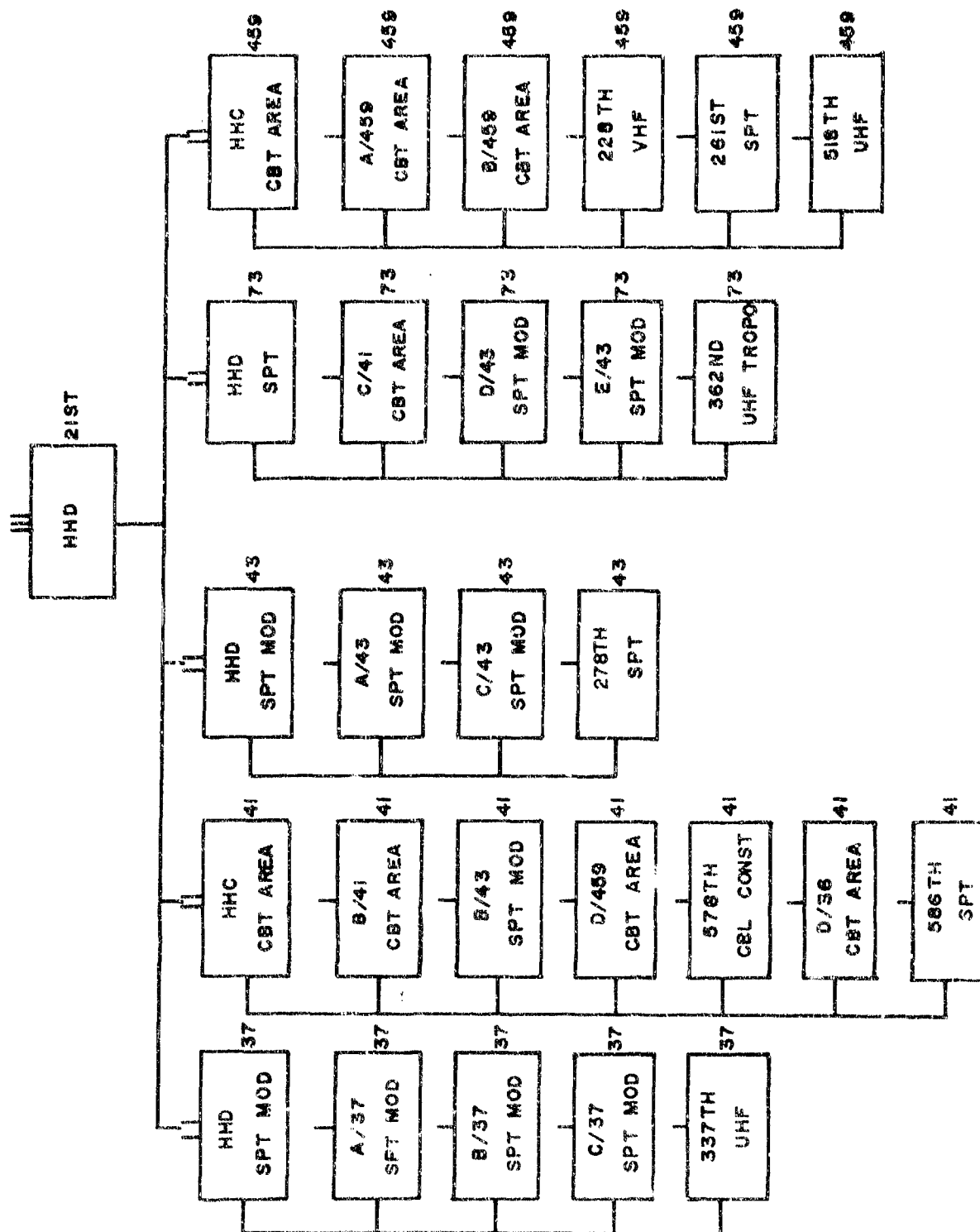
MISSION: TO PERFORM AREA COMMUNICATIONS-
ELECTRONICS FUNCTIONS WITHIN THE
3RD CTZ AS DIRECTED BY COMPETENT
AUTHORITY.

2nd SIGNAL GROUP



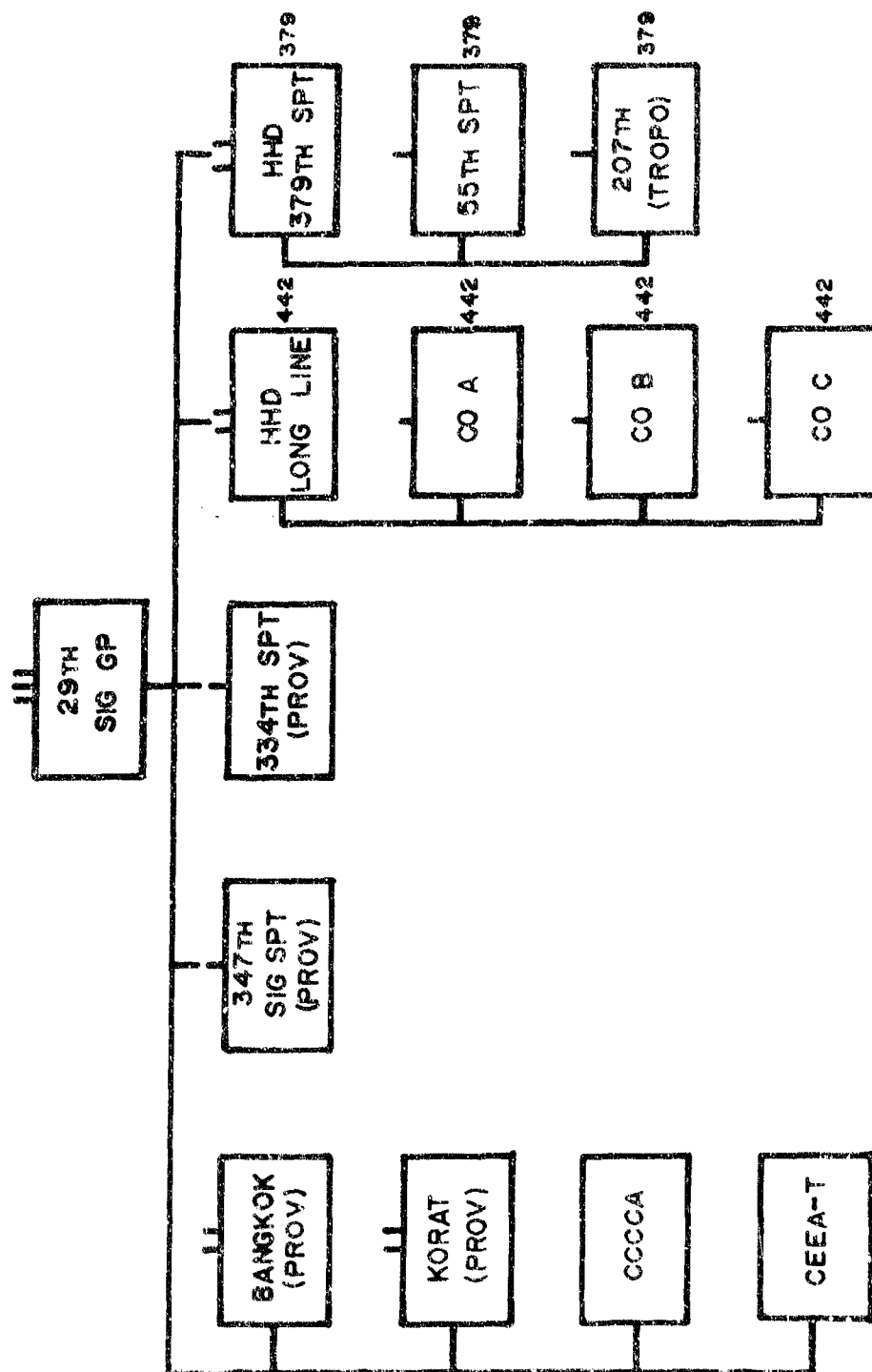
21st SIGNAL GROUP

MISSION: TO PERFORM AREA COMMUNICATIONS-
ELECTRONICS FUNCTIONS WITHIN I & II
CTZ AS DIRECTED BY COMPETENT
AUTHORITY.



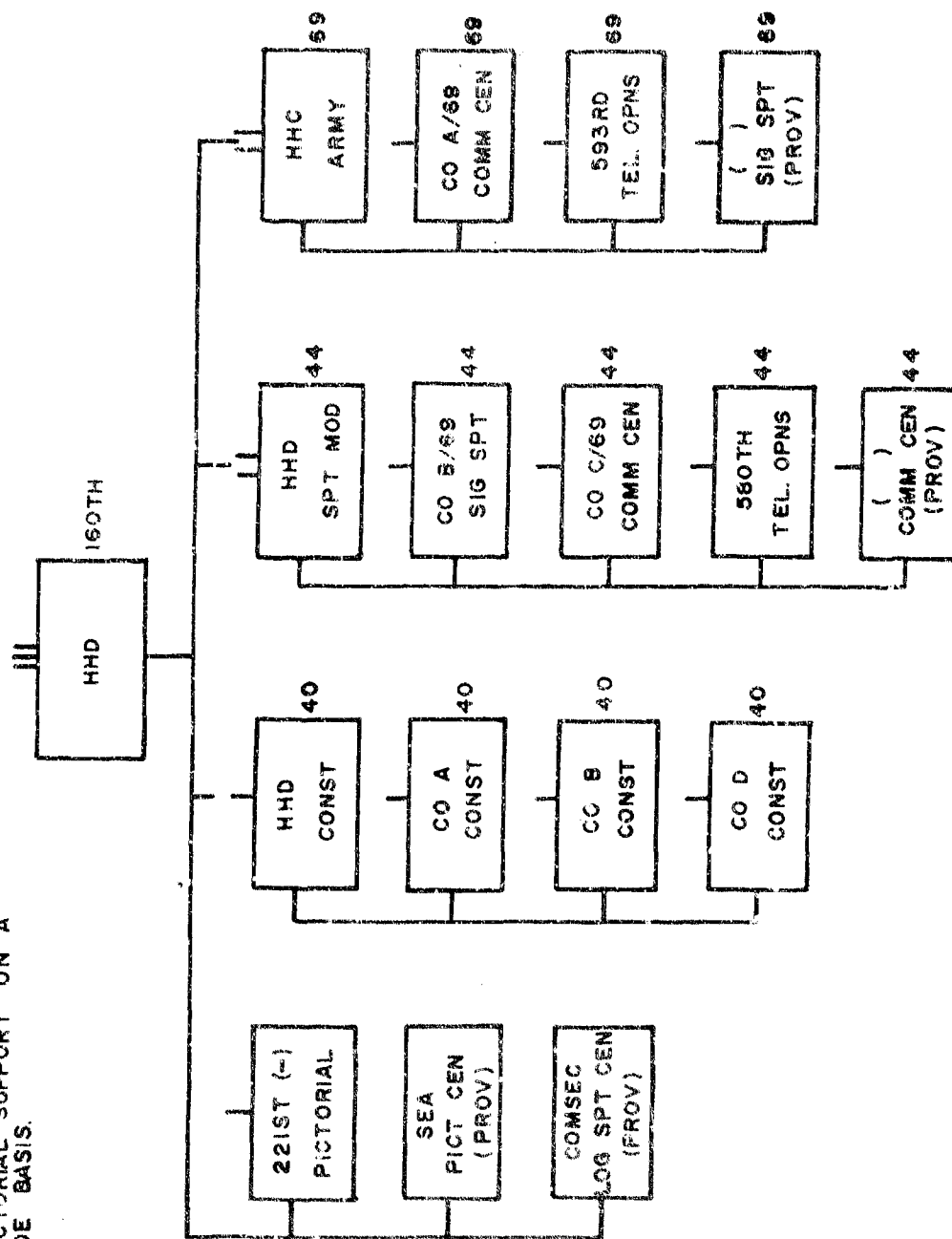
29th SIGNAL GROUP

MISSION: TO PERFORM COMMUNICATIONS--
ELECTRONICS SUPPORT OF US
MILITARY AND OTHER GOVERNMENT
ACTIVITIES IN THAILAND AS
DIRECTED BY COMPETENT
AUTHORITY



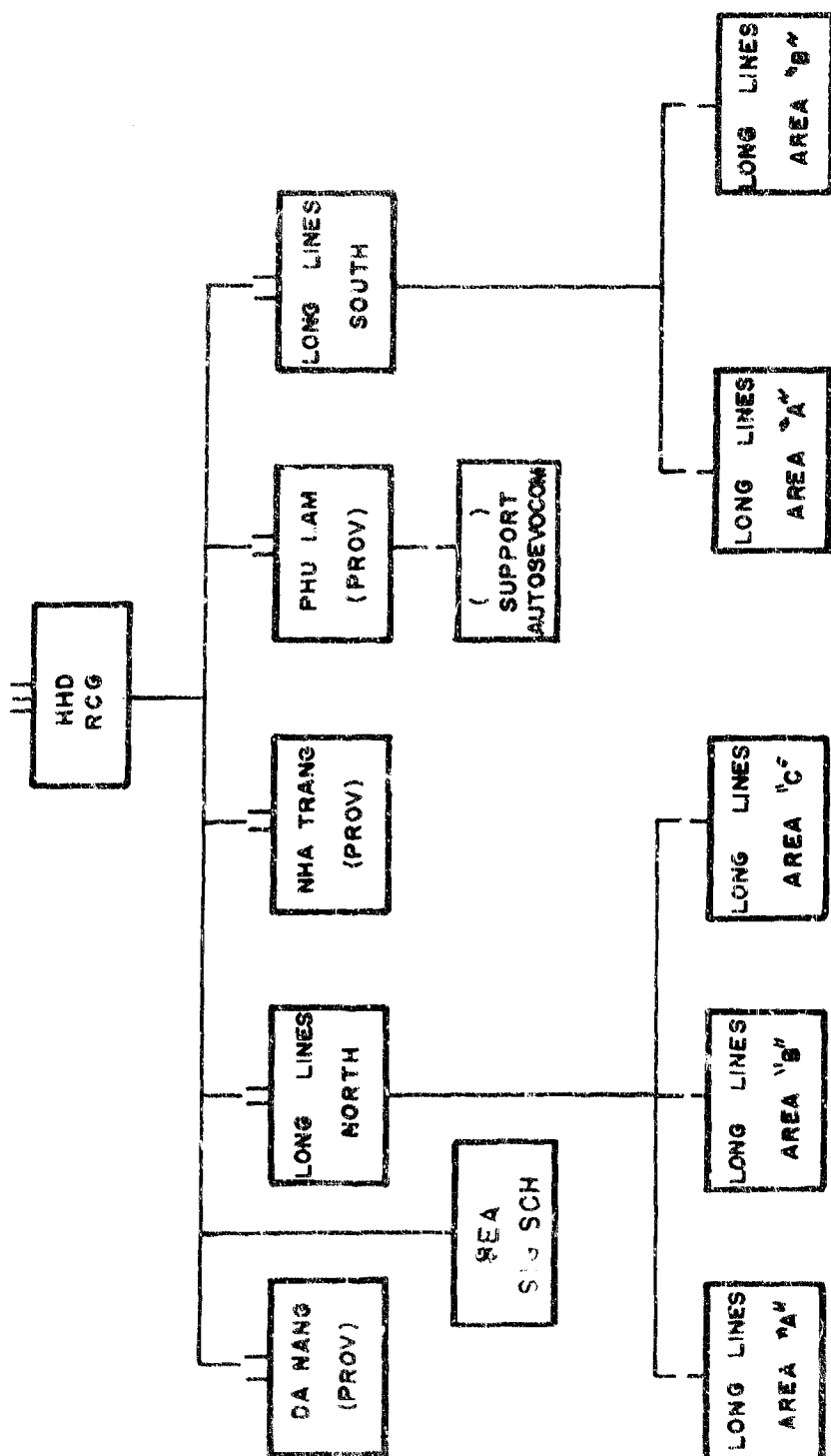
160TH SIGNAL GROUP

MISSION: TO PROVIDE COMMUNICATIONS-ELECTRONICS SUPPORT TO HEADQUARTERS MACV; HEAD-QUARTERS USARV; AND OTHER MAJOR HEADQUARTERS IN THE SAIGON/CHOLON AND LONG BINH COMPLEX, AND OTHER SPECIAL SIGNAL & PICTORIAL SUPPORT ON A COUNTRY-WIDE BASIS.



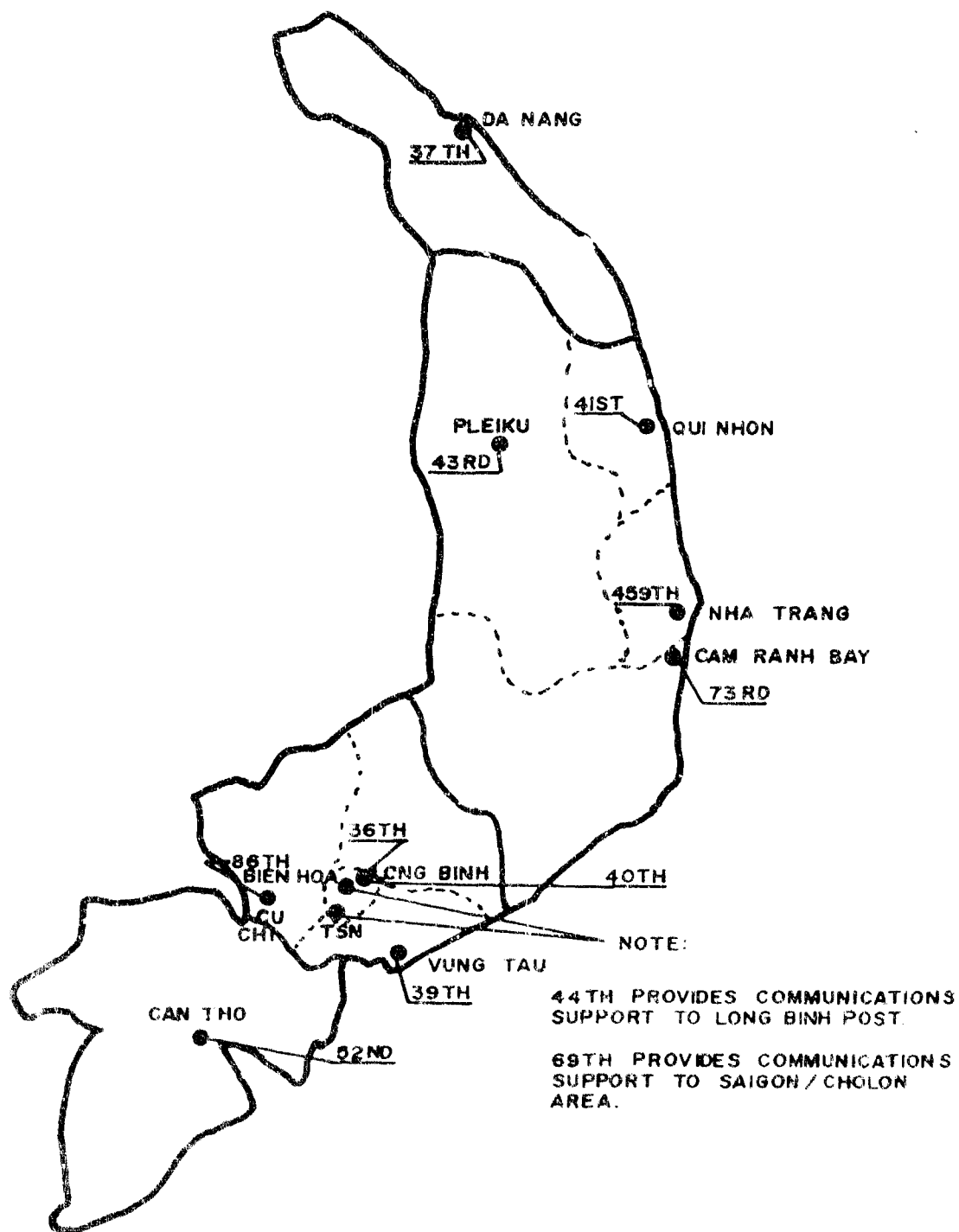
REGIONAL COMMUNICATIONS GROUP

MISSION: TO OPERATE AND MAINTAIN THE
ARMY PORTION OF THE DCS AND
INTRA-THEATER LONG LINES
COMMUNICATION SYSTEMS AND
FACILITIES



Inlosure 2e Operational Report for the period ending 31 January 1968

BATTALION AREA OF RESPONSIBILITY VIETNAM



Inclosure 3 Operational Report for the period ending 31 January 1968

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